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8 December 1971

MEMORANDUM FOR: Director of Training

ATTENTION: [REDACTED]

SUBJECT: Senior Seminar

Don:

1. This memorandum supplements the detailed evaluation form which was submitted by the Senior Seminar participants at the conclusion of the course.

2. First, I should like to express my appreciation for having had the opportunity to take part in the program. It was a very interesting and profitable session, and I would strongly urge that it be continued. I know of no other way in which Agency officers could acquire this type of exposure and experience, or have the opportunity to talk with senior executives in other agencies about common problems. In our compartmented work environment, there are relatively few officers whose day-to-day activities would permit them to gain an understanding of the relationships between agencies and departments, the political considerations which influence our activities, and the rapidly changing international scene. Your staff did an outstanding job in developing the blocks.

3. One of the most obvious questions is whether the course is too long. Since shortening it would mean eliminating some of the substance, and since there is no part which I think should be eliminated, I believe that it is about the right length. In fact, some of the participants felt that certain days were too full, and that they should have been spread out a bit. The level of effort which has gone into the development of the Seminar, and the objectives it is designed to achieve, clearly make it essential that we devote enough time to it to assure its success. I think it would be a mistake to reduce the scope merely to compress the time. For something as important as this, another week is of no great significance, and the officer who says "I can't be away for three months" probably needs the Seminar more than anyone else.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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SUBJECT: Senior Seminar

4. If the course is continued, the key to its success will be the selection of the future participants. I was impressed with those in my class. The announcement of the Seminar stated that it was designed for GS-16's and above, and it should be possible to adhere to that general guideline. There are of course, numbers of highly qualified GS-15's who are in supergrade jobs, or who will soon be supergrades, and the Seminar would certainly benefit them. However, there are also a large number of supergrades who are already in supergrade positions, and the Seminar would benefit them as much or more. The program was designed for officers who could have a significant influence on Agency management and policies during the immediate future, and it should be possible to select the participants from officers who are already operating at that level. It is also apparent that the participants should be officers who will not be retiring in the immediate future. Because of the different retirement programs, a statement that "I'll be around for ___ years" would be better than an age limit.

5. Again, I appreciate having had the opportunity to be a part of the group. Please let me know if there is anything else I can do.

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Chief, Support Staff
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